

AFCEE

The Air Force Center for Environmental Excellence

ER

Environmental Restoration Directorate

QUALITY PROGRAM PLAN



QUALITY PROGRAM PLAN

**The Air Force Center for Environmental Excellence (AFCEE)
Environmental Restoration Directorate (ER)**

Version 1.0

Effective Date: 1 September 2002

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EXECUTIVE SUMMARY

This Quality Program Plan (QPP) is the primary quality assurance document for AFCEE/ER, and provides the guiding principles for the AFCEE/ER Quality Management Program. The topical outline of this document conforms to the specifications of the *Uniform Federal Policy for Implementing Environmental Quality Systems* for documentation of a Quality Management Plan.

AFCEE Management and Organization

This QPP applies to all divisions within AFCEE/ER and their interactions with other AFCEE directorates. Responsibility for interpreting and implementing this QPP is vested in the AFCEE/ER Quality Officer (QO). The QO is represented in each ER division by Quality Officer Representatives (QORs), who collect information on quality and report their findings to the QO.

The AFCEE/ER Director and Division Chiefs actively and visibly support the QPP with guidance, encouragement, and the allocation of appropriate resources. The staff of AFCEE/ER apply QPP principles in the focus of their efforts and continually seek to improve their performance and communication with other divisions and directorates.

The staff of AFCEE/ER and its divisions will work with the staff of Environmental Contracting (AFCEE/PKV) and Mission Support (AFCEE/MS) to ensure that the requirements for support by these two directorates are clearly communicated, including deadlines and budgetary considerations. AFCEE/ER staff will actively seek ways to improve their working relationship with other directorates.

The interests and requirements of customer stakeholders will be considered by AFCEE/ER staff and discussed with customers as needed. Identification and resolution of conflicts created by stakeholder requirements and interests will be resolved as needed.

Quality System

The quality system for AFCEE/ER is designed to ensure that all work meets customer requirements, as well as all applicable laws, guidance, and regulation. The system includes the processes, procedures, responsibilities, authorities, requirements, and guidance necessary to implement a quality management program.

Three primary methods are used to implement the quality policy: QAPs for contractual support (such as the GEITA and S&R contracts), written work instructions, and periodic work reviews by AFCEE/ER. In addition, many guidance documents that define technical and quality requirements are provided at the AFCEE web site

Personnel Qualifications and Training

To achieve quality work that meets the needs of AFCEE/ER customers, AFCEE requires that the work be performed by qualified and trained personnel. To identify and hire qualified personnel, AFCEE/ER uses position descriptions that define appropriate qualifications. In-service training includes new employee orientation, project-specific orientation, and external training, as needed. All training—both formal and informal—is documented with proof of completion, measurements of training effectiveness (if available), and employee evaluation of external training courses.

Procurement of Items and Services

The procurement of items and services plays a key role in the overall quality of work. Computers and other technological items must meet all specifications necessary to meet the needs of AFCEE/ER customers. Contractor services must meet all technical requirements. Consequently, AFCEE/ER and its divisions have documented procedures for identifying, specifying, and controlling the items and services that they procure through the activities of AFCEE/PKV. All procurements are in full compliance with applicable regulations of the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement. All task orders are reviewed by appropriate technical staff. Establishing quality system elements, quality requirements, quality metrics, technical specifications, and performance review is an integral part of the source selection process for the procurement of large contracts.

Documentation and Records

AFCEE/ER and its divisions will document their work in a manner that is sufficient to show that all products and services have met the appropriate specifications. Documentation and storage by AFCEE/ER or its contractors will comply with all Air Force and Department of Defense directives on storage, organization, and life cycle of documents, as well as all Environmental Protection Agency and state requirements. Upon contract termination, the contractor will offer all documents to AFCEE/ER for transfer to the appropriate government archives.

All documents generated by AFCEE/ER staff or contractors that affect the quality of future work must be reviewed and approved by the responsible management prior to use. High-impact documents will be subject to controlled distribution to ensure that only the latest version is available for reference and use. All controlled distribution documents must undergo annual review, update (if needed), and management approval, even if no changes are made.

Reports generated by contractors on behalf of AFCEE/ER will be reviewed by the appropriate team chiefs or their designated representative prior to release.

Computer Hardware and Software

Performing quality work by AFCEE/ER requires that those computer configurations of hardware and software used by division staff and contractors accurately produce and manipulate data, and interact seamlessly with all computer systems that provide data input to

the AFCEE/ER systems. AFCEE/MS is responsible for support, documentation, and training for all computer configurations that are used AFCEE-wide.

Planning

AFCEE/ER will develop systematic, documented planning processes that identify the following:

- The customer's needs and expectations
- Other stakeholders' needs and expectations
- Technical and quality goals that will meet the customer's and stakeholders' needs and expectations
- Specifications that will produce the identified technical and quality goals
- Measures of customer satisfaction.

Project leaders will document these five items in a project-planning tool.

Implementation of Policies and Work Instructions

Policies and work instructions have been developed to ensure consistency throughout the programs managed by AFCEE/ER and its divisions. These documents will be made available to project leaders and used to shape project planning. Each work instruction contains a method for measuring work quality. Projects leaders will collect data for all required quality metrics. The metrics will be reviewed and submitted to the QO on a regular basis.

Assessment and Response

Assessments will be used to confirm that AFCEE/ER and its divisions are following the policies and work instructions. Assessments may take many forms, and include self-assessment as well as "external" review by AFCEE/ER staff not directly involved with the work being assessed. Results of external reviews are submitted to the Director of AFCEE/ER, who will forward the report to the division(s) responsible for the work. The responsible division will respond with a corrective action plan, if appropriate.

Quality Improvement

In its goal to provide world-class service to its customers, AFCEE/ER is committed to ongoing quality improvement. Quality improvement integrates corrective and preventive actions, quality assessments, and AFCEE/ER's goals into a formal system. This system is administered by a standing committee and coordinated by the QO.

In the spirit of ongoing quality improvement in AFCEE/ER's Quality Management Process, this QPP will be reviewed on a regular basis and revised as indicated by lessons learned from its implementation and to reflect changes in the AFCEE's mission and goals.

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FOREWORD

Air Force requirements for environmental stewardship are increasing as we work with the Air Force Real Property Agency, Air Staff, the Major Commands, the base customer, and the Department of Defense (DoD)-wide Community to further integrate environmental considerations into their operations. We want to ensure the Air Force receives the most efficient and effective environmental support. This requires a strong quality program that facilitates consistency and thoroughness in the Air Force's environmental stewardship.

The Air Force Center for Environmental Excellence (AFCEE) Environmental Restoration Directorate (ER) values its customers and strives to provide quality products and services. Quality is more than just a word to our organization, and we intend to achieve and maintain the highest quality in our program support. To provide continuing quality to other organizations, the Science and Engineering Division (ERS) has been tasked to develop and update quality guidance documents and to seek ways to improve current base-level customer support.

This Quality Program Plan (QPP) is an integral part of that effort and lays out the guiding principles for the entire quality program at ER. The QPP is the primary quality assurance document at AFCEE/ER. It provides the framework for additional documents and work instructions that address specific quality components, such as oversight of the GEITA and S&R contractors.

This QPP provides quality guidance for the AFCEE/ER and its Divisions. It establishes a Quality Officer for ER and Quality Officer Representatives for each Division. I anticipate that these positions will provide the AFCEE/ER Directorate with an effective resource for maintaining quality products and services to our customers. This QPP will be updated as needed to reflect changes in the AFCEE's mission and goals.

I am confident that this QPP will help us fulfill our mission to enhance the U.S. Air Force's operational readiness while supporting the concepts and doctrine of environmental stewardship.

Mr. Thomas C. Russell
Director
AFCEE/ER

INTRODUCTION

This Quality Program Plan (QPP) applies to the Environmental Restoration Directorate (ER) and its subordinate divisions. The QPP describes general policies that affect the overall quality of the work done by AFCEE/ER and its divisions. The topical outline of this document conforms to the specifications of the *Uniform Federal Policy for Implementing Environmental Quality Systems*, released in 2003, for documentation of a Quality Management Plan.

Each section of the QPP discusses a topic that directly affects quality. Personnel, procurement of items and services, and computer hardware and software are regulated by organizations outside the control of the AFCEE/ER Directorate. However, since quality work cannot be performed if these items are not acceptable—unqualified people are hired, the wrong items are purchased, or improperly functioning computers and software are used—the quality requirements for these items must be addressed in the QPP.

Other documents that instruct AFCEE/ER and Division staff on ways to ensure quality are the Quality Assurance Plans (QAPs) for managing the Global Engineering, Integration, and Technical Assistance (GEITA) and Environmental Remediation and Construction (S&R) contracts and the Work Instructions that describe how AFCEE/ER and Division staff accomplish their jobs. Each of these documents is consistent with this QPP. The fundamental principles of quality described in this QPP are applied in more detail in the QAPs and in even greater detail in the Work Instructions.

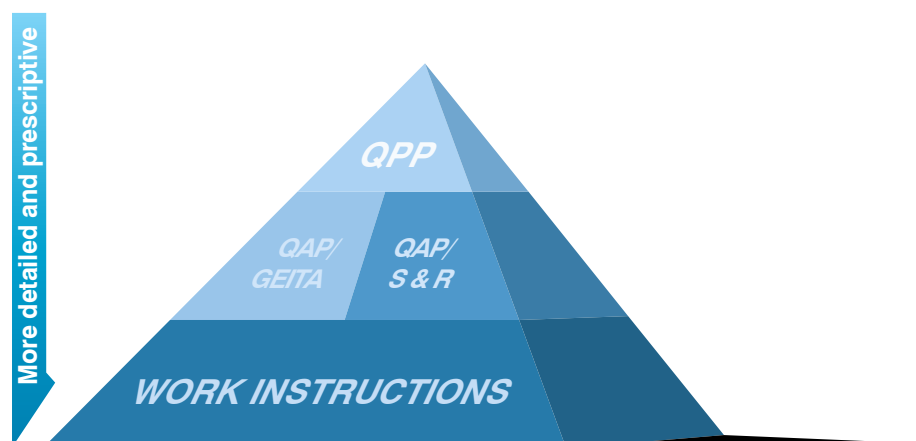


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MANAGEMENT AND ORGANIZATION

1.1 Vision of the Organization and the Quality Policy¹

The Air Force Center for Environmental Excellence (AFCEE) Environmental Restoration Directorate (ER) provides a full range of environmental remediation capabilities to support its customers' requirements. These include study, design, and remedial action contracts; world-class remediation technology and support; and environmental consultant capabilities for AFCEE's own needs and those of AFCEE's customers.

AFCEE's Vision²

To be a customer-oriented leader and preferred provider of environmental planning, design, and construction services.

AFCEE's Quality Policy

To provide AFCEE customers and their stakeholders with quality products and services in a timely manner and to always meet or exceed customer requirements.

AFCEE/ER's Implementation

All activities within AFCEE/ER and its divisions will be aligned with AFCEE's vision and its quality policy.

Activities within AFCEE/ER and its divisions will be aimed at meeting customer requirements. The support that AFCEE/ER and Division staff give their customers will seek to further each customer's mission. AFCEE/ER and Division staff will be responsive to customer needs and desires and will work tirelessly to improve products and services through consultation with customers and contractors. AFCEE/ER and its divisions also recognize that their work has an impact on a larger stakeholder community. While meeting the customer's requirements, AFCEE/ER and Division staff will be mindful of the customer's stakeholders' requirements as well and will seek guidance from the customer if there are perceived conflicts.



¹ Adapted from the AFCEE/ER website <http://www.afcee.brooks.af.mil/er/erorg.htm>

² Adapted from the Brochure "What is AFCEE?"

1.2 Organizational Structure

AFCEE/ER is home to the following divisions:

Base Conversion Restoration Division (ERB)

The Base Conversion Restoration Division conducts restoration activities on Air Force installations that are closing.

Environmental Restoration Division (ERD)

The Environmental Restoration Division conducts restoration activities on currently operating Air Force installations.

Science and Engineering Division (ERS)

The Science and Engineering Division (ERS) provides support to AFCEE and the Air Force in such technical areas as chemistry, risk assessment, hydrogeology, and engineering. It identifies environmental technology requirements, manages demonstration projects, and maintains technical libraries, so that it can assist its customers in applying existing and innovative technologies in environmental restoration.

An organizational chart for AFCEE is provided in Figure 1.

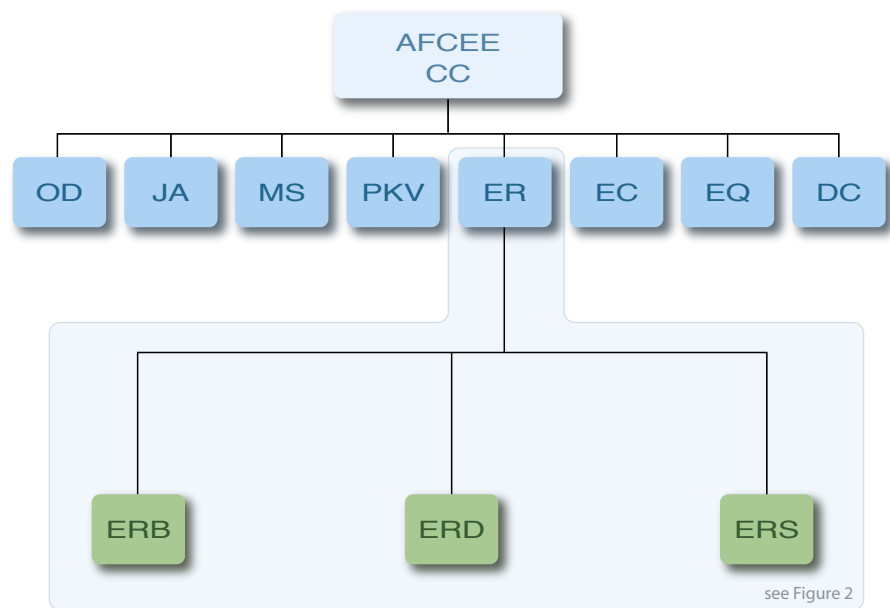


Figure 1. AFCEE Organizational Chart

This Quality Program Plan (QPP) applies to all divisions within AFCEE/ER. In addition, interactions between AFCEE/ER and Division staff and other directorates, such as Mission Support (MS) and Procurement (PK), are covered by this QPP.

1.3 Quality Office

Within AFCEE/ER, one individual has been designated as the Quality Officer (QO). The QO has the responsibility for confirming that this QPP is implemented and the authority to interpret the QPP for implementation purposes. The QO performs surveillance of AFCEE/ER activities, ensuring that the processes are focused and yield work products that are consistent with the goals and vision of AFCEE/ER. The QO also serves as the liaison between divisions when problems need to be addressed across organizational boundaries. The QO may choose to delegate conflict-free duties but remains the ultimate authority regarding implementing the QPP.

The QO, in coordination with Division Chiefs, will appoint Quality Officer Representatives (QORs) from each division. The QORs will collect quality information—including metrics, error reports, corrective action reports, and other documentation—and will report back regularly to the QO. The QO and QORs will constitute the Quality Council. The primary qualification for being a QOR is an interest in quality topics and a desire to further the quality of work by AFCEE/ER and its divisions. Each QOR will have other duties within the division and so will not be assigned quality-related tasks on a full-time basis.

The QO shall coordinate or provide training to employees on topics that affect the quality of AFCEE/ER work. These topics will include how to examine work processes, how to develop requirements documents, how to identify and eliminate causes of process failures, and how to implement the quality plans.

The QO is authorized to use both internal AFCEE/ER and external resources when forming teams to address issues that affect the quality of AFCEE/ER work.

For quality topics and issues, the QO reports directly to the Director, AFCEE/ER. Figure 2 shows the reporting responsibility of the QO and QORs.



1.4 Responsibilities and Authorities

This section defines responsibilities, levels of accountability and authority, and lines of communication for all employees. Each group has clearly defined responsibilities for implementing the quality program.

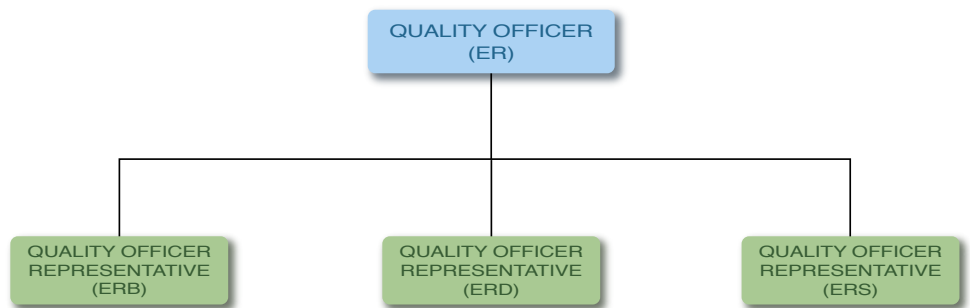


Figure 2. Reporting Responsibilities of Quality Officer and Quality Officer Representatives

1.4.1 Environmental Restoration Directorate

Director, AFCEE/ER

The Director of AFCEE/ER is responsible for actively and visibly supporting the QPP and for allocating appropriate resources for implementing the QPP. The Director guides policies so that they are consistent with the goals and mission of AFCEE and AFCEE/ER. The Director also encourages staff to apply QPP principles in all aspects of their work.

Division Chiefs

The Chiefs of the AFCEE/ER divisions are responsible for actively and visibly supporting the QPP and for allocating appropriate resources to implement the QPP. They guide policies so that they are consistent with the goals and mission of AFCEE/ER. They encourage staff to apply QPP principles in all aspects of their work. They also encourage staff to continue their training in technical and quality areas. In addition, they seek ways to make their processes more responsive to customer needs and encourage feedback from their customers.

AFCEE/ER and Division Staff

The staff of AFCEE/ER and its divisions actively seek ways to apply QPP principles to their work. They focus their work on meeting AFCEE goals and accomplishing the mission. They look for ways to continually improve their work processes and products, and they request resources from management for any necessary changes that lead to improvements. They work with staff from other divisions and directorates to improve communication. They also seek feedback from the customer, forwarding comments from the customer to management as appropriate.

1.4.2 Supporting the Environmental Restoration Directorate

Environmental Contracting (PKV)

The staff of AFCEE/ER and its divisions will work with the staff of AFCEE/PKV to ensure that requirements for AFCEE/PKV support are clearly communicated, including deadlines and budgetary considerations. They will actively seek ways to improve the working relationship between the two divisions and to clarify requirements for both groups. Actions taken by staff will meet AFCEE/PKV's requirements for following the Federal Acquisition Regulation (FAR) and the Department of Defense FAR Supplement (DFARS).

Mission Support (MS)

The staff of AFCEE/ER and its divisions will work with the staff of AFCEE/MS to ensure that requirements for AFCEE/MS support are clearly communicated, including deadlines and budgetary considerations. They will actively seek ways to improve the working relationship between the two divisions and to clarify requirements for both groups.

Contractors

The staff of AFCEE/ER and its divisions will work with contractors to clearly communicate requirements for support, including deadlines and budgetary considerations. They will actively seek ways to improve the working relationship among the contractors, the government technical staff, and the government contracting staff. AFCEE/ER and division technical staff will adopt procedures to ensure that requirements are clear and understood by the contractor before work begins. As technical staff interact with contractors, they will ensure that everyone complies with legal requirements as designated by the contract, the FAR, and the DFARS.

Stakeholders

Organizations other than the direct customer may have interests in AFCEE/ER's work. These stakeholders may include local, state, and federal regulators; the local community; Base Reuse Committees; and the customers of AFCEE/ER's customer. AFCEE/ER and division staff will be mindful of the stakeholders' requirements and will discuss them with the customer as needed. Staff will identify any potential conflicts between customer and stakeholder requirements and will work with the customer to resolve them.



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QUALITY SYSTEM

The quality system for AFCEE/ER is designed to ensure that all work meets customer requirements, as well as all applicable laws, guidance, and regulations. The system includes the processes, procedures, responsibilities, authorities, requirements, and guidance necessary to implement a quality management program.

2.1 Quality Policy

The quality policy (defined in Section 1.1) is the underlying concept that directs all activities affecting quality. The policy requires that all processes and activities be designed to further the AFCEE/ER mission. Any activity or process that hinders the completion of the mission will be revised so that it is consistent with the AFCEE/ER mission.

The quality policy applies to all offices, entities, and personnel whose activities affect the outcome of AFCEE/ER's work. These include AFCEE/ER and its divisions and all AFCEE/ER contractors and subcontractors. The Director of AFCEE/ER will ensure that the quality policy is communicated to all of these entities.

Three primary methods are used to ensure that activities further the mission. These are QAPs for the GEITA and S&R contracts, the use of written work instructions (WIs), and periodic review by AFCEE/ER of its own work. Each of these methods is described briefly here and in greater detail in subsequent sections.

2.2 Quality Assurance Plans

The QAPs for the GEITA and S&R contracts explain the application of quality principles to the interactions of AFCEE/ER and Division staff with the GEITA and S&R contractors.



2.3 Work Instructions

Written WIs provide a basis for consistent methods and procedures as staff perform mission-critical activities. WIs are used to identify and communicate important aspects of the activity. Written instructions include elements that are needed before work can be done, key steps, and the expected outcome. In addition, quality metrics are described in the written instruction. By using written WIs, AFCEE/ER and its divisions can standardize activities to ensure consistent results.

2.4 Review

AFCEE/ER and its divisions will periodically review their own work. This review is designed to ensure that all procedures and requirements are followed. The QO will lead the review team. Typical items covered during this internal review are internal processes, internal issues, internal and external feedback, employee satisfaction, and contractor performance. The review team may request input from other divisions and from contractors.

Each division will respond to the report by developing corrective action(s) for any weakness identified in that division. Corrective action(s) shall be focused on improving the efficiency and effectiveness of the division's activities. After the corrective action is implemented, the QO will perform a further review to confirm the improvements.

2.5 Guidance for Contractors

Many guidance documents exist for contractors and subcontractors that provide technical services (see the Appendix for a list of these documents). These guidance documents, which can be found on the AFCEE web site, include both technical and quality requirements. Contractors and subcontractors should consult these guidance documents and the appropriate AFCEE QAP when creating their own quality documents.



PERSONNEL QUALIFICATIONS AND TRAINING

AFCEE/ER and its divisions perform their work with qualified and trained personnel who have the necessary knowledge and experience to support the customers' needs. Without qualified personnel, the quality of work will not meet the customers' needs.

3.1 Personnel Qualifications

AFCEE/ER and its divisions use position descriptions to identify and hire qualified personnel. These descriptions often include education, experience, professional certifications, and regulatory requirements.

3.2 Training

AFCEE/ER and its divisions have procedures to assess training needs of their staffs. Annual training goals are set by each employee and are reviewed during performance evaluation.

New employees undergo a formal orientation to AFCEE and AFCEE/ER, including its mission, goals, and procedures for meeting those goals. As employees transfer from project to project, they are formally and informally oriented to project-specific needs and requirements.

All training, both formal and informal, is documented. Documentation of formal training such as seminars may consist of a copy of the certificate of completion or other proof of attendance. Documentation of informal training may consist of a Memo to File describing the topics, the identity of the trainer, and the dates of training. If any measurement of training effectiveness such as an exam is used by the trainer, then a copy of the measurement results must be attached to the documentation (if available).

After employees attend an external training course, they are required to evaluate the course for its effectiveness in meeting the stated purpose.

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PROCUREMENT OF ITEMS AND SERVICES

Procurement of items and services plays a key role in the overall quality of work. Without contractors who meet all technical requirements, without computers that are sufficiently powerful and equipped, and without technological items that meet all specifications, AFCEE/ER and its divisions cannot meet the customers' needs.

Consequently, AFCEE/ER and its divisions have documented procedures for identifying, specifying, and controlling the services and items that they procure. All procurement procedures are in full compliance with the FAR and the DFARS. Environmental procurement activities are handled by AFCEE/PKV.

Personnel who are involved with procurement activities are familiar with the applicable sections of the FAR and the contract terms. Team chiefs are also knowledgeable about methods for placing task orders. Prior to placement, task orders will be reviewed by all appropriate technical staff.

Large contracts are obtained through the source selection process. As part of this process, requirements may be established that specify the quality system elements for which the supplier is responsible, and metrics may be developed to specify how the supplier's conformance to the customer's requirements will be verified and measured. Technical specifications may be established through the use of a specifications development team; team members will represent a variety of technical disciplines.

As specifications are developed, AFCEE/ER will include instructions that direct contractors to follow *Guidance for Contract Deliverables* (see Appendix for details) and other quality requirements. Contractor performance will be reviewed as mandated by the contract and as described in the guidance documents.

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DOCUMENTATION AND RECORDS

AFCEE/ER and its divisions will document their work in a manner that is sufficient to show that all products and services have met the intended specifications of AFCEE/ER and the customer. Documentation of the specifications and records will be maintained and may be in electronic format or in hard copy.

AFCEE/ER and its divisions use Management Execution and Tracking (MXT) software to compare project data, to track deliverables, and to provide other project-specific information.

AFCEE/ER and its divisions follow all Air Force and Department of Defense directives on storage, organization, and life cycle of documents. In addition, the environmental records at each base are stored in accordance with U.S. Environmental Protection Agency and state requirements. The regulation or directive that requires the longest storage time will take precedence.

Contractors are required to follow the same guidance. Upon termination of a contract, the contractor shall offer all documents to AFCEE/ER for transfer to the government archives at the AFCEE/ER, the division office, or the base.

5.1 Document Review, Approval, and Distribution

Documents that affect the quality of future work—such as this QPP, work plans, and guidance documents—must be reviewed and approved prior to use. Documents must be reviewed whether they are generated by AFCEE/ER or Division staff or by contractors. Each document is approved by the management responsible for its implementation.

Some documents will have controlled distribution to ensure that only the latest version is available for reference and use. Controlled distribution applies to those documents that have high impact on a large portion of AFCEE/ER and its divisions' work, significant impact on AFCEE/ER and its divisions' work, or high impact on contractors.

In addition, controlled documents must undergo an annual review and update (if needed). The reviewed document must be signed by the same management each time even if no changes were made.



5.2 Report Review

Reports generated by contractors on behalf of AFCEE/ER will be reviewed prior to release. Guidance on the documents to be reviewed is found in *The Team Chief's Handbook* (under revision), the specific QAP for that contractor, and other policies.

In general, reports that have high impact on future activities must be reviewed as soon as possible after the initial draft has been written. Reviews should cover such topics as compliance with the associated workplans, quality assurance requirements, and applicable regulations.

COMPUTER HARDWARE AND SOFTWARE

For AFCEE/ER and Division staff to be able to perform quality work, the computer hardware and software combinations—computer configurations—used in their offices and by their contractors must produce accurate data. The configurations must be documented, and records must show that accurate data are produced.

The requirements of this section extend to AFCEE/ER's contractors and their subcontractors.

Electronic manipulation of data and information is prevalent in most processes. Consequently, the accuracy of the output affects project decisions. Sometimes, many systems manipulate data before project decisions are made. For example, a geographic information system (GIS) that plots concentration contours relies on many previous systems: the laboratory's instrument data reduction computer configuration; the laboratory's laboratory information management system (LIMS) and EDD generation software; the contractor's software for EDD import; the contractor's software for field data correlation with laboratory concentration results; and the GIS software for the EDD import program. Each of these computer configurations must be shown to manipulate data accurately.

AFCEE/MS is responsible for the implementation of MXT. AFCEE/MS will provide training, documentation, and support for all software that is used AFCEE-wide. The Director of AFCEE/ER and the Division Chiefs or their designated representatives will work with AFCEE/MS to develop a training plan for AFCEE/ER and Division staff.



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PLANNING

AFCEE/ER will develop systematic, documented planning processes that identify the following items:

- The customer and its needs and expectations
- Other stakeholders and their needs and expectations
- The technical and quality goals that will meet the customer's and stakeholders' needs and expectations
- Specifications that will produce the identified technical and quality goals, including customer and stakeholder requirements
- The measures by which customer satisfaction will be assessed

When planning any project, the staff leading the project will identify all five items and will document them in a project-planning tool. The project may range in size from groundwater plume remediation to a single field-sampling event. The same process will be used for all projects.

Each set of project specifications should consider the regulatory and technical requirements and the quality goals of each stakeholder. Each quality goal will be measurable, and metrics will be collected.

To ensure that mission-critical routine work procedures and processes are performed consistently, AFCEE/ER and division staff have developed documents that guide these procedures and processes. For projects that include a GEITA or S&R contractor, the QAP for managing the contractor should be consulted. For routine procedures, WIs have been written that specify steps to be taken to accomplish a task. These WIs are consistent with the QPP, have a standard format, and are approved by the supervisor of the personnel performing the task. These documents will include quality metrics.

In addition, WIs have been developed on how to clarify customer requirements and how to clarify contractor support. Each WI also identifies the level of approval needed prior to initiation of work.

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IMPLEMENTATION OF POLICIES AND WORK INSTRUCTIONS

Policies and WIs have been developed to ensure consistency throughout the programs managed by AFC EE/ER and its divisions. As new policies and WIs are written, the author will distribute copies to staff. AFC EE/ER and Division staff are expected to be familiar with policies and WIs that affect their work.

AFC EE/ER and Division staff will follow established applicable policies and WIs. In addition, the staff leading a project will give other project personnel copies of any applicable policies and WIs that affect their portion of the project.

For projects with formal planning documents, all work will be performed according to those documents. The staff leading the project will ensure that the management oversight and inspection level are appropriate to the project or task.

Any special operations must be planned and approved prior to execution. Major changes to planning documents must be approved in writing prior to execution.

Each WI contains a method for measuring the quality of the work. Consequently, AFC EE/ER staff will establish methods of collecting data for all required metrics before work begins. Non-ER personnel involved with the work, such as contractors, will also be expected to collect data for the metrics as appropriate to the task or project.

The metrics will be reviewed as specified in the WI and will be submitted to the QO on a regular basis.

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ASSESSMENT AND RESPONSE

Assessments will be used to confirm that AFCEE/ER and its divisions are following the policies and work instructions. Both office-wide and project-specific assessments will be performed.

These assessments may take many forms: metrics evaluation, audits, peer reviews, performance evaluations, self-assessments, or technical reviews. The internal review described in Section 2 is part of the assessment program.

Staff will routinely review their work using the quality and technical metrics in the written procedures as the measurement standard. The data will be collected and collated by the QO. For work found to not meet the standard, the Director of AFCEE/ER, the Division Chiefs, or their designated representatives will work with the affected staff to develop corrective action. After corrective action has been implemented, a follow-up review will be done by the QO to confirm the effectiveness of the corrective action.

Individuals will assess their own work and look for potential areas for improvement. Individual assessments are generally performed using quality metrics determined during project planning or in the written WIs. However, this assessment will not replace assessments performed by others.

The primary method of assessment will be a formal assessment performed by personnel who are not directly involved with the work that is being assessed. These people are called “outside assessors” even though they may be AFCEE/ER or Division staff. The key characteristics of these assessors are a familiarity with the work being assessed, the ability to be objective in their evaluations, and independence from the work under assessment.

For all organizational or outside reviews and assessments, the basic structure will be similar. A team of outside assessors will be assembled and given a specific assessment charge by the Director of AFCEE/ER or his/her designated representative. The assessment charge will include the project, office, or procedure (hereafter called the area) to be assessed and the specifications for that area. The assessment team will consist of individuals who have knowledge of the area from a technical, regulatory, or contractual perspective. The QO or his/her designated representative will head each assessment team. The assessment team will be free from conflicts of interest.

The assessment team will review the specifications and metrics, then the team will develop questions for the review. The questions will be forwarded

to the AFCEE personnel who work in the area. After the personnel have had an opportunity to read the questions, the team will interview the personnel. In addition, the team will collect data on the metrics that have been collected by the personnel.

The data from the review will be collected and correlated. A written report will be generated by the review team in coordination with the QO and submitted to the Director of AFCEE/ER. The report will contain a discussion of the work's strengths and weaknesses.

The Director of AFCEE/ER will forward the report to the division(s) responsible for the assessed area. The area will respond to the report with a corrective action plan that includes a method for confirming the efficacy of the corrective action. All corrective action will be planned to identify and address the root cause of the identified weaknesses.

As necessary and requested by the Director of AFCEE/ER, confirmation of the efficacy of the corrective action will be a follow-up assessment, a document, or additional data.

QUALITY IMPROVEMENT

In its goal to provide world-class service to its customers, AFCEE/ER is committed to continual quality improvement. Quality improvement integrates corrective and preventive actions, quality assessments, and AFCEE/ER's goals. It is a formal system that is administered by a standing committee and coordinated by the QO. Quality improvement is not limited to reducing errors in a process or reducing the time and expense of a process—it may also change the process itself. In addition, quality improvement is applied across processes so that the entire system can better meet the requirements of the client and the organization. Quality improvement may indicate that specifications should be less strict in some processes if a less strict approach would better meet all the needs of the customer, the organization, and the situation.

A system for continual improvement has been developed that involves assessments, corrective action, and preventive action.

A high-level committee representing all divisions and AFCEE/ER affected by this QPP will routinely meet to review all corrective actions and assessments that have occurred since the last meeting. The committee will also review the requirements of the program to determine any weaknesses and to recognize successes.

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RELEVANT AFCEE GUIDANCE DOCUMENTS

A.1 AFCEE Documents

Guidance for Contract Deliverables (GCD) Appendices A to F, AFCEE/ERS

Appendix A – Model Work Plan, Version 1.0, July 1996.

Appendix B – Model Field Sampling Plan, Version 1.1, March 1997.

Appendix C – Quality Assurance Program Plan, Version 3.1, August 2001.

Appendix D – Risk Assessment Methods, September 1997.

Appendix E – Standard Formats, In preparation.

Appendix F – Acronyms and References, September 1997.

Team Chief's Project Management Manual, AFCEE/ER, May 1995. In revision.

An Evaluation of AFCEE Contractor Surveillance, Report to the Director, AFCEE, 8 May 2001.

Field Engineer Manual, AFCEE/ERB, September 1996.

Technical Services Quality Assurance Program, Version 1.0, AFCEE, August 1996.

A.2 AFCEE Process-Level QA Documents

Remedial Process Optimization Handbook, AFCEE/ERS, June 2001.

Environmental Restoration Toolbox, Version 1.0, AFCEE/ERS, June 1999.

Remediation of Chlorinated Solvent Contamination on Industrial and Airfield Sites, Final, AFCEE/ERS, June 2000.

AFCEE Environmental Analytical Protocols: A Program Manager's Survival Guide, Version 1.1, AFCEE, August 1997.

A.3 AFBCA QA Documents

Base Closure Account Environmental Planning, Programming, and Funds Management Guidance, AFBCA/EV, October 2000.

A.4 Other Agencies' QA Documents

Final Report on Analysis of Base-Level Environmental Compliance Contracts, Air Force Logistics Management Agency, December 1995.

Management of Contractor Delivery Performance, AFMC Instruction 64-112, 28 April 1997.

Uniform Federal Policy for Implementing Environmental Quality Systems, Final Version 1, Joint Effort of EPA, DoD and DOE, January 2003.

Remediation Technologies Screening Matrix and Reference Guide, 3rd Edition, Federal Remediation Technologies Roundtable, November 1997.

Handbook to Support the IRP Statements of Work Volume 1 RI/FS, McClellan AFB/EM, June 1992.

Acronym List

AFCEE	Air Force Center for Environmental Excellence
DFARS	Department of Defense FAR Supplement
DoD	Department of Defense
S&R	Environmental Remediation and Construction
ER	Environmental Restoration Directorate
ERB	Base Conversion Restoration Division
ERD	Environmental Restoration Division
ERS	Science and Engineering Division
FAR	Federal Acquisition Regulation
GEITA	Global Engineering, Integration, and Technical Assistance
GIS	Geographic Information System
LIMS	Laboratory Information Management System
MS	Mission Support Directorate
MXT	Management Execution and Tracking
PK	Procurement Directorate
PKV	Environmental Contracting Division
QAP	Quality Assurance Plan
QO	Quality Officer
QOR	Quality Officer Representative
QPP	Quality Program Plan
WI	Work Instruction